

Thomas-Kilmann Conflict Mode Instrument

Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations?

Below are several pairs of statements describing possible behavioral responses. For each pair, please use the scoring card below, and circle "A" or "B" of the statement that best characterizes your behavior. In many cases, neither the "A" nor the "B" statement may be very typical of your behavior, but please select the response which you would be more likely to use.

1. **A.** There are times when I let others take responsibility for solving the problem.
 B. Rather than negotiate the things on which we disagree, I try to stress those things on which we both agree.
2. **A.** I try to find a compromise solution.
 B. I attempt to deal with all of his/her and my concerns.
3. **A.** I am usually firm in pursuing my goals.
 B. I might try to soothe the other's feelings and preserve our relationship.
4. **A.** I try to find a compromise solution.
 B. I sometimes sacrifice my own wishes for the wishes of the other person.
5. **A.** I consistently seek the other's help in working out a solution.
 B. I try to do what is necessary to avoid useless tensions.
6. **A.** I try to avoid creating unpleasantness for myself.
 B. I try to win my position.
7. **A.** I try to postpone the issue until I have had some time to think about it.
 B. I give up some points in exchange for others.
8. **A.** I am usually firm in pursuing my goals.
 B. I attempt to get all concerns and issues immediately out in the open.
9. **A.** I feel that differences are not always worrying about.
 B. I make some effort to get my way.
10. **A.** I am firm in pursuing my goals.
 B. I try to find a compromise solution.
11. **A.** I attempt to get all concerns and issues immediately out in the open.
 B. I might try to soothe the other's feelings and preserve our relationship.
12. **A.** I sometimes avoid taking positions that would create controversy.
 B. I will let the other person have some of their positions if they let me have some of mine.
13. **A.** I propose middle ground.
 B. I press to get my points made.

14. **A.** I tell the other person my ideas and ask them for his/hers.
 B. I try to show the other person the logic and benefits of my position.
15. **A.** I might try to soothe the other's feelings and preserve our relationship.
 B. I try to do what is necessary to avoid tension.
16. **A.** I try not to hurt the other's feelings.
 B. I try to convince the other person of the merits of my position.
17. **A.** I am usually firm in pursuing my goals.
 B. I try to do what is necessary to avoid useless tensions.
18. **A.** If it makes the other people happy, I might let them maintain their views.
 B. I will let other people have some of their positions if they let me have some of mine.
19. **A.** I attempt to call concerns and issues immediately out in the open.
 B. I try to postpone the issue until I have had some time to think it over.
20. **A.** I attempt to immediately work through our differences.
 B. I try to find a fair combination of gains and losses for both of us.
21. **A.** In approaching negotiations, I try to be considerate of the other person's wishes.
 B. I always lean toward a direct discussion of the problem.
22. **A.** I try to find a position that is intermediate between his/hers and mine.
 B. I assert my wishes.
23. **A.** I am often concerned with satisfying all our wishes.
 B. There are times when I let others take responsibility for solving problems.
24. **A.** If the other's position seems important to them, I would try to meet their wishes.
 B. I try to get the other person to settle for a compromise.
25. **A.** I try to show the other person the logic and benefits of my position.
 B. In approaching negotiations, I try to be considerate of the other person's wishes.
26. **A.** I propose a middle ground.
 B. I am nearly always concerned with satisfying all our wishes.
27. **A.** I sometimes avoid taking positions that would create controversy.
 B. If it makes the other person happy, I might let them maintain their views.
28. **A.** I am usually firm in pursuing my goals.
 B. I usually seek the other's help in working out a solution.
29. **A.** I propose middle ground.
 B. I feel that differences are not always worth worrying about.
30. **A.** I try not to hurt the other's feelings.
 B. I always share the problem with the other person so that we can work it out.

Scoring The TKI

Circle the letters below that correspond to your answers on the questionnaire. Add up the total number of items circled in each column. Your highest score indicates your primary conflict management style.

	Competing <i>(forcing)</i>	Collaborating <i>(problem solving)</i>	Compromising <i>(sharing)</i>	Avoiding <i>(withdrawing)</i>	Accommodating <i>(smoothing)</i>
1.				A	B
2.		B	A		
3.	A				B
4.			A		B
5.		A		B	
6.	B			A	
7.			B	A	
8.	A	B			
9.	B			A	
10.	A		B		
11.		A			B
12.			B	A	
13.	B		A		
14.	B	A			
15.				B	A
16.	B				A
17.	A			B	
18.			B		A
19.		A		B	
20.		A	B		
21.		B			A
22.	B		A		
23.		A		B	
24.			B		A
25.	A				B
26.		B	A		
27.				A	B
28.	A	B			
29.			A	B	
30.		B			A

Total number of items circled in each column:

Competing

Collaborating

Compromising

Avoiding

Accommodating

Interpreting Your Conflict Style

Competing is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person's expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a person you believe is correct, or simply trying to win.

Collaborating is both assertive and cooperative. When collaborating, the individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It involves digging into an issue to identify the underlying concerns of the two individuals and to find an alternative that meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights, resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem.

Compromising is intermediate in both assertiveness and cooperativeness. When compromising, the objective is to find an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.

Avoiding is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically side-stepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

Accommodating is unassertive and cooperative—the opposite of competing. When accommodating, the individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view.